

**IOWA DEPARTMENT OF PUBLIC DEFENSE  
(Iowa National Guard)  
AGENCY PERFORMANCE PLAN  
FISCAL YEAR 2015**

<b>Name of Agency: Iowa Department of Public Defense</b>			
<b>Agency Mission: Provide units and equipment to protect life and property and come to the aid of Iowans in times of need, to preserve peace and order, and insure the public safety of the citizens of Iowa.</b>			
<b>Core Function</b>	<b>Performance Measure(s) (outcome)</b>	<b>Performance Target</b>	<b>Link to Strategic Plan Goal(s)</b>
<b>CF 1: Military Readiness and Defense</b>			
<b>Desire Outcome(s):</b> Provide combat-ready units in support of national military strategy and capable of performing federal disaster relief operations and state emergency operations.	Percentage of units fully trained, equipped, and deployable to support United States combatant commanders' missions and emergency response, as required, and to coordinate, plan, support and maintain emergency support to the citizens of the State of Iowa.	65% of units are in overall unit levels C-1 thru C-3 and meet mission accomplishment ranges of 100% to 65%.	Combat-ready force.

Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions
1. Personnel. Recruiting and retention of qualified members is essential to units' capability to perform their assigned missions.	Percentage fill of qualified and trained personnel with available senior grade leadership to form a "ready pool" available for mobilization.	75%	Utilize Montgomery GI Bill and other federally funded incentives and the Iowa National Guard Educational Assistance Program to attract qualified person to Iowa National Guard membership.
	Percentage of Iowa Air National Guard units' mission capable.	100%	
2. Trained force. Trained and qualified officers, soldiers and airmen are key to the ability to attain combat readiness and perform assigned missions.	The process of developing, supporting, and maintaining deployable, combat-ready units has changed from a measurement and goal of a complete, all-ready force to a force generation cycle focused on available-for-mobilization, building readiness and available-for-state active duty, and reset phases. This is accomplished through a five-year Army Forces Generation (ARFORGEN) Program. Units are reentered into the cycle if they aren't mobilized for federal active duty during the five-year cycle.		
	Percentage of units available for, or serving on federal active duty. (Possess required resources and	33%	

	are trained in mission essential tasks to complete wartime mission for which it is organized and designed.) These units are available for state active duty.		
	Percentage of units conducting training year of five-year force generation cycle. Possess required resources to undertake many, but not all, portions of the wartime mission for which it is organized or designed. These units are available for state active duty.	50%	
	Percentage of units returned from mobilization and resetting in the five-year force generation cycle.	17%	
3. Mobilize/deploy the force. Our ability to mobilize and deploy Iowa Guardsmen quickly and efficiently with the least possible impact on families and employers is enhanced by our family readiness and Employer Support of the Guard and Reserves programs and the processing of our members and families.	Percentage of units that achieve deployment latest mobilization station arrival date criteria as established by higher federal mobilization headquarters.		Mobilize and meet required federal, state, and community response requirements.

	Percentage of Iowa National Guard unit ESGR participation.	100%	
	Percentage of members that receive mandatory pre-/post-mobilization briefings that facilitate entry to active duty and reintegration back into the civilian environment after release from active duty.	100%	
	Percentage of members successfully reintegrated into employment after release from active duty.	95%	Determining information is obtained from analysis of personnel retention rate, reemployment/college enrollment and first time home buyers information.
	Percentage of Iowa National Guard member and dependent processing (DEERS, ID, powers of attorney, etc.).	100%	
4. Educational services.	Percentage of Iowa National Guard members utilizing Iowa National Guard Educational Assistance Program compared to a 2001 benchmark.	10%	
5. Counterdrug (CD) Programs. The Iowa National Guard DDR/CD programs significantly impact on the quality of Iowa.	Number of individuals trained annually at the Midwest Counterdrug Training Center.	6,000	Support governor's safe communities and economic agendas.

	Percentage of validated federal/state/local requests for assistance and training that are supported and completed by the CD staff.	100%	
6. Sustainment Training Center (STC). This US Army “schoolhouse,” located at Camp Dodge, is an integral element in the Army’s maintenance training program. Army, Army Reserve, and Army National Guard maintenance units from across the nation train at this one-of-a-kind facility.	Percentage of available STC training periods scheduled.	85%	Increase Department of Defense reliance on the STC to provide US Army unit maintenance company readiness training.  Promote US Army mandate for all maintenance companies to routinely schedule through the STC.
	Percentage of available STC training periods utilized.	75%	
7. Iowa Gold Star Military Museum. The museum collects, preserves, and portrays the military history of Iowans of all services during war and peace.	Number of participants reached annually through special community events.	2,000	
	Number of annual museum visitors.	5,000	

<b>CF 52: Physical Assets Management</b>			
<b>Desire Outcome(s):</b> To station and provide adequate armories, facilities, ranges, and training areas for Iowa National Guard units to train members and improve/maintain unit readiness to a “ready” condition.	Percentage of armories and facilities stationed and assigned for best utilization to improve readiness, and support and best utilize resources.	90%	Service member and dependent and administrative/logistical support available within 50 miles or one hour of driving anywhere in Iowa.
1. Force Stationing Planning and Facility Design and Construction. The proper mix of types of units in the Iowa National Guard is essential to working within the limitations of Iowa’s demographics. This impacts our ability to recruit/maintain trained and qualified members and to organize and train them in combat-ready units that can respond to federal missions and emergencies in Iowa. Proper and adequate training facilities and areas are required to support unit training requirements and programs.			<p>Station Iowa force structure to sustain regional support capabilities for State of Iowa military support contingencies.</p> <p>Continually monitor missions and force structure plans to maintain proper mix of units to support State of Iowa emergency operations and to attract high quality job skill assignments to the Iowa National Guard.</p> <p>Propose Iowa National Guard force structure that can be supported by ever-shifting population base to accomplish assigned missions.</p>

2. Facility Utilization. Effective utilization and security measures for facilities and equipment directly relates to overall unit readiness.	Number of man-days of utilization of Camp Dodge training facilities.	350,000	
3. Supplies and Services. Effective and efficient management of property impacts on overall combat readiness of the Army National Guard.	Percentage of excess federal property in the Iowa Army National Guard.	.5%	
<b>CF 67: Resource Management (Enterprise and Agency)</b>			
1. Financial Management. The Iowa leadership and citizens expect fiscal responsibility. Effective fiscal management allow for the best utilization of available agency funding support and greatest impact on Iowa National Guard combat readiness.			
	Percentage of received federal funds obligated and expended.	99.975%	Execute to 100% utilization of authorized all Iowa National Guard funding resources.  Capability to execute federal dollars increases ability to

			<p>attract end-of-year funds. Previous success in this area has led to innovations, increased readiness, and construction projects that have led to increased readiness and strength, which have resulted in additional next-year funding. These contribute to higher readiness and strength percentages, increased member retention, elevated member education, more and better jobs for members that result in higher retention of Iowa National Guardsmen in Iowa, increased utilization of New Home Buyers Program, and increased economic presence and tax payments that support state and local governmental programs.</p> <p>Provide authorized and required resources to all units and activities to required readiness levels per organizational sourcing documents.</p> <p>Additionally our members pay</p>
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			taxes that support other programs and interests, i.e., the federal TRICARE health care program benefits our retired members, federally-funded health care is provided to deployed members and families increasing the quality and level of health care received by Iowans, and our retirees receive federally-funded health insurance coverage that again supports our overall Iowa health care level. In addition, our retirees pay taxes on their retirement benefits that support local government programs.
2. Supplied and maintained force. The force must have operable equipment and supplies to train, achieve combat readiness, and perform missions. These figures will approximate the unit readiness addressed in Military Readiness and Defense.			
	Equipment-on-hand. Percentages of fill of selected equipment compared to wartime/primary mission	80%	Maintain EOH to National Guard Bureau (NGB) resourcing levels in all units/activities.

	<p>requirements. The level is determined for all units' primary items of equipment. Note: Recent deployments are impacting on this percentage. Unit equipment taken to the overseas duty location may be retained in place by DOD for redistribution and use by other units. Replacement equipment may not be provided. Mobilized equipment may be utilized past its life expectancy during mobilization operations and be unsatisfactory for further operations. The unit may still be available for state active duty by providing critical manpower assets.</p>		
	<p>Equipment readiness. Percentage of fill of selected equipment on-hand that is maintained and considered operationally ready and fully mission capable. Note: Recent deployments are impacting on this percentage. Unit equipment taken to the overseas duty location is receiving above normal usage in some cases necessitating major</p>	80%	

	repair. Repair parts and adequate funding may not be available to fund all necessary maintenance requirements. The unit may still be available for state active duty by providing critical manpower assets.		
3. Information Technology. Reliable, operable communications systems are required to train units, conduct operations, and perform daily support functions.	Percentage of network services uptime availability to users and employees during fiscal year.	99%	
4. Policy, Procedures, and Leadership of 9,500-member organization that constitutes 2% of National Guard. The Headquarters' ability to lead and direct subordinate units and the stewardship of resources are directly related to our combat readiness and ability to mobilize and deploy units, respond to emergencies in the State of Iowa, and make the best advantage of available funding resources.			Teach, practice, promote, and maintain Army and Air Force values and mentor subordinates.

	<p>Percentage of units that meet quarterly Unit Status Report readiness standards for personnel on hand, personnel qualification, equipment on hand, equipment readiness, and training dependent of where they are in the force generation cycle.</p> <p>Note: This percentage is being heavily impacted by the federal mobilizations. Returning units may experience personnel turbulence including turnover, retraining requirements, and senior leader education and progression. Essential equipment may not be available because it was retained by DOD in the combat theater or is unsatisfactory due to maintenance requirements for training.</p>	65%	Provide the best support possible to the soldiers, airmen, and federal and state employees.
	Amount of federal funding support to National Guard counter drug programs for schools and law enforcement agencies.	\$4M	
	Percentage of federal/state capitals/military construction (MILCON) funding.	8:1 ratio	Normal MILCON funding ration is 3:1. Program could diminish to 1:1 if we only executed the funding that is

			provided to us and did not aggressively execute and request for additional available military construction funding.
	Amount of federal MILCON funding acquired for new/upgraded facilities.	\$10M/year average over 5years	This figure generates \$10-15M of state and local taxes that funds other state programs.
	Percentage of federal/state total funding.	30:1 ratio	Iowa National Guard attracted \$339.3M federal funding to the State of Iowa to the \$10.3M the State of Iowa invested in the Iowa Guard's operations and maintenance during FY 13.